



BOCCONI

SDA

Mood and Emotions: Impact on Team Performance

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Project Management Challenge 2008 – Reach Higher

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Mood and Emotions: Definitions

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Mood

- A relatively lasting emotional or affective state.
- Mood is an internal, subjective state, but it often can be inferred from posture and other observable behaviors.
- Moods are experiences that are longer and more diffuse, and lack awareness of the eliciting stimulus.
- Moods can be created by stimuli of relatively low intensity, or can be left behind by emotions that fade so that the initial antecedent is no longer salient.

Emotion

- A reaction to a stimulus that has a range of possible consequences and typically refer to discrete and intense but short-lived experiences.
- A person's temporary internal state of being, which has a clear start and end, and it is an involuntary, subjective, physiological response to an object or a situation, based in or tied to physical state and sensory feelings.

Comparison between Mood and Emotion

	Mood	Emotion
Duration	Relatively long-term	Relatively short-term
Time Pattern	Gradual onset, continuous, tonic	Rapid onset, episodic, phasic
Intensity	Relatively weak	Relatively strong
Causation	Not caused by specific events	Caused by a specific event
Function	Provides information about current state of self	Provides information about current state of situation
Directedness	Unfocussed	Takes specific object

Examples

- *Positive Mood & Negative Emotions*

The discrete event of encountering a malfunctioning photocopier at 9:50 this morning while rushing to prepare for a 10:00 meeting may cause one to feel frustration or anger for a short while, even if you are in cheerful mood. And so, for instance, one may snap at a secretary while frustrated about the photocopier.

- *Negative Mood & Positive Emotions*

Finding 100\$ on the ground, thus feeling happy for a while but being in black mood because of continuous sentimental problems

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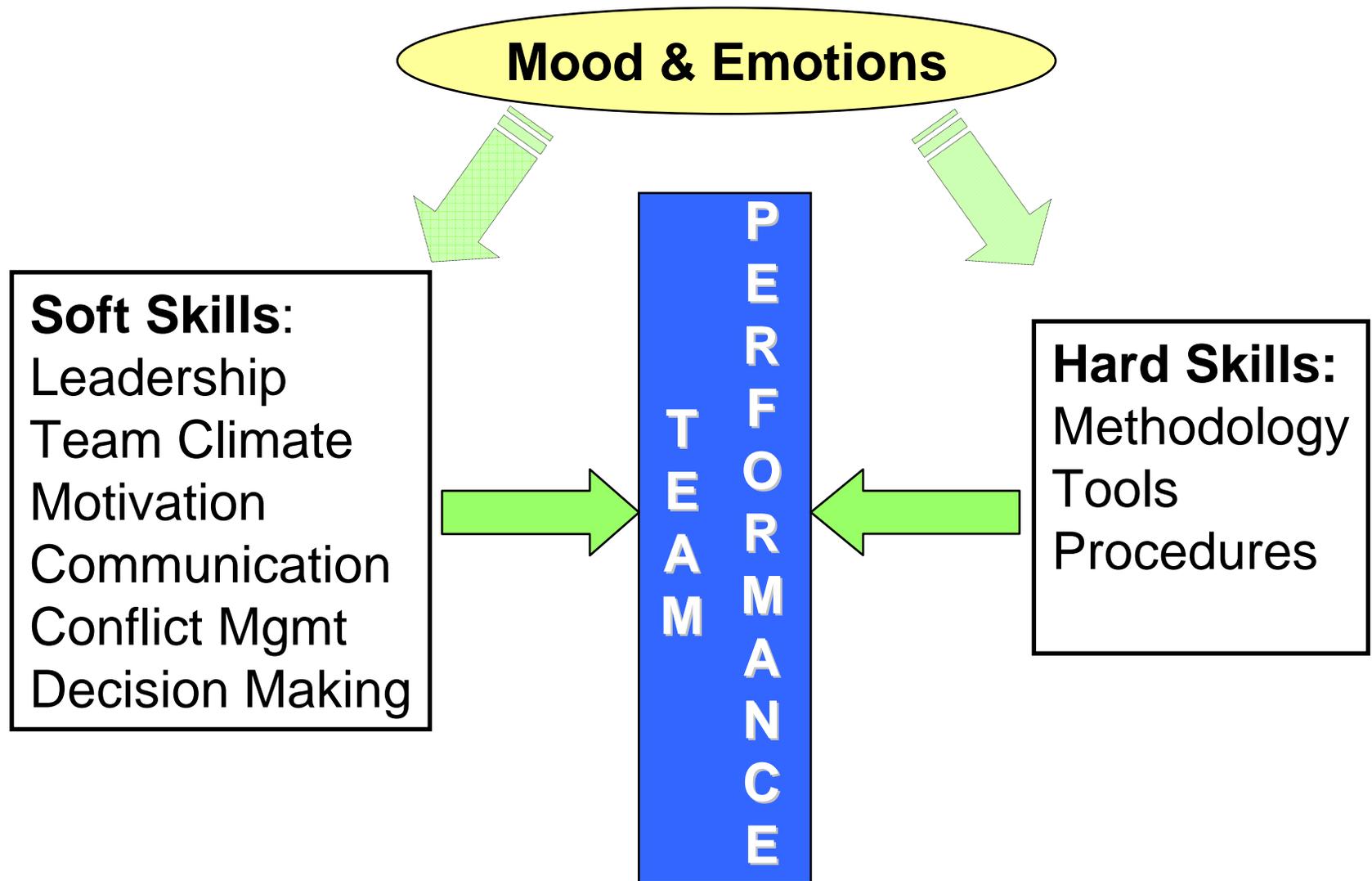
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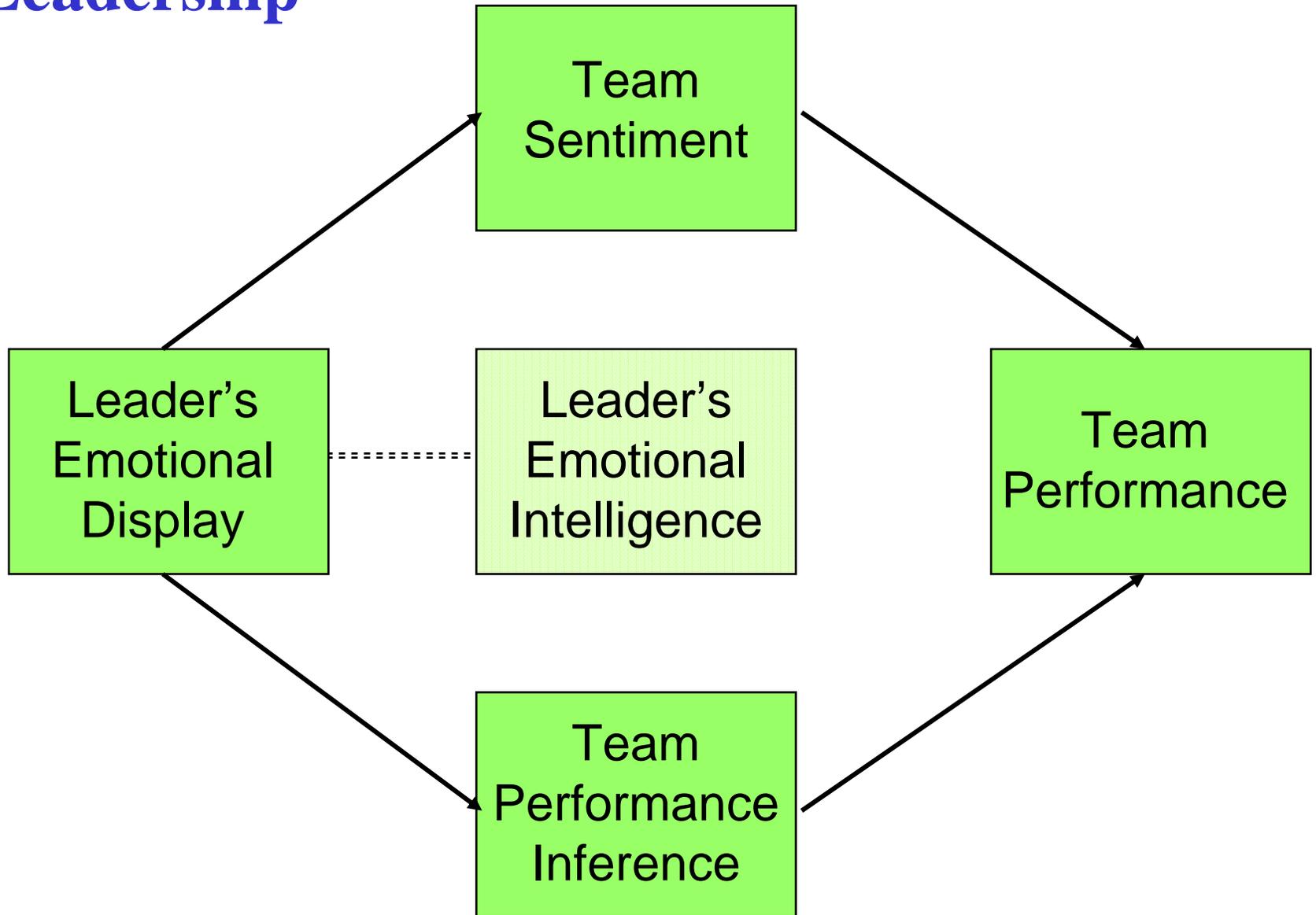
The role of emotions

- “In decades past, workers were told to leave their emotions at home and most complied.”
- There is little debate nowadays that organizational life is saturated with emotion.
- People are emotional. Hebb once called humans “*the most emotional of animals.*”
- Academics and practitioners alike have come to the collective insight that emotion is a pervasive force in the workplace that has the capacity to influence the organization and its members in significant ways.

The framework



Leadership



Leadership and Team Climate

- A leader's emotional expressions may affect performance by evoking *affective reactions* in followers that may influence their performance.
- Several studies have demonstrated that people that work together may converge emotionally over time.
- Researches found that leaders' emotional expressions instilled congruent moods in followers and influenced their liking of the leader as well as ratings of the leader's charisma and effectiveness.
- *Emotional Contagion*: leaders affect the group's mood, both at individual and collective level.

Motivation

- Scholars attest that human emotions and mood are likely to influence the processes underlying motivation.
- Emotion constitutes an important source of influence on human thought and behavior.
- Mood and Emotions influence work motivation via their influence on judgment components (expectancy judgments, utility judgments, and progress judgments) involved in conscious behavioral choices.

Communication

- Emotions can be useful in terms of directing attention to pressing concerns and signalling what should be the focus of attention.
- Being able to provoke emotions while communicating improves the information retention and the ability to recall information.

Conflict Management

- Conflict is an emotionally defined and driven process.
- *Affective – Relationship Conflict* negatively affects group outcomes.
- Studies found that induction of positive mood led to more cooperative and to less competitive behavior in negotiation than either neutral or negative mood.
- Positive emotional experience within the work team facilitated open discussion of differences, which has been found to facilitate constructive conflict management.

Decision Making

- Mood states often bias judgments in a *mood consistent manner*.
- People in positive moods make more positive judgments, whereas people in negative moods make more negative judgments.

Positive Moods	Negative Moods
Creativity	Attention to details
Integrative Thinking	Detection of errors and problems
Inductive Reasoning	Careful information processing

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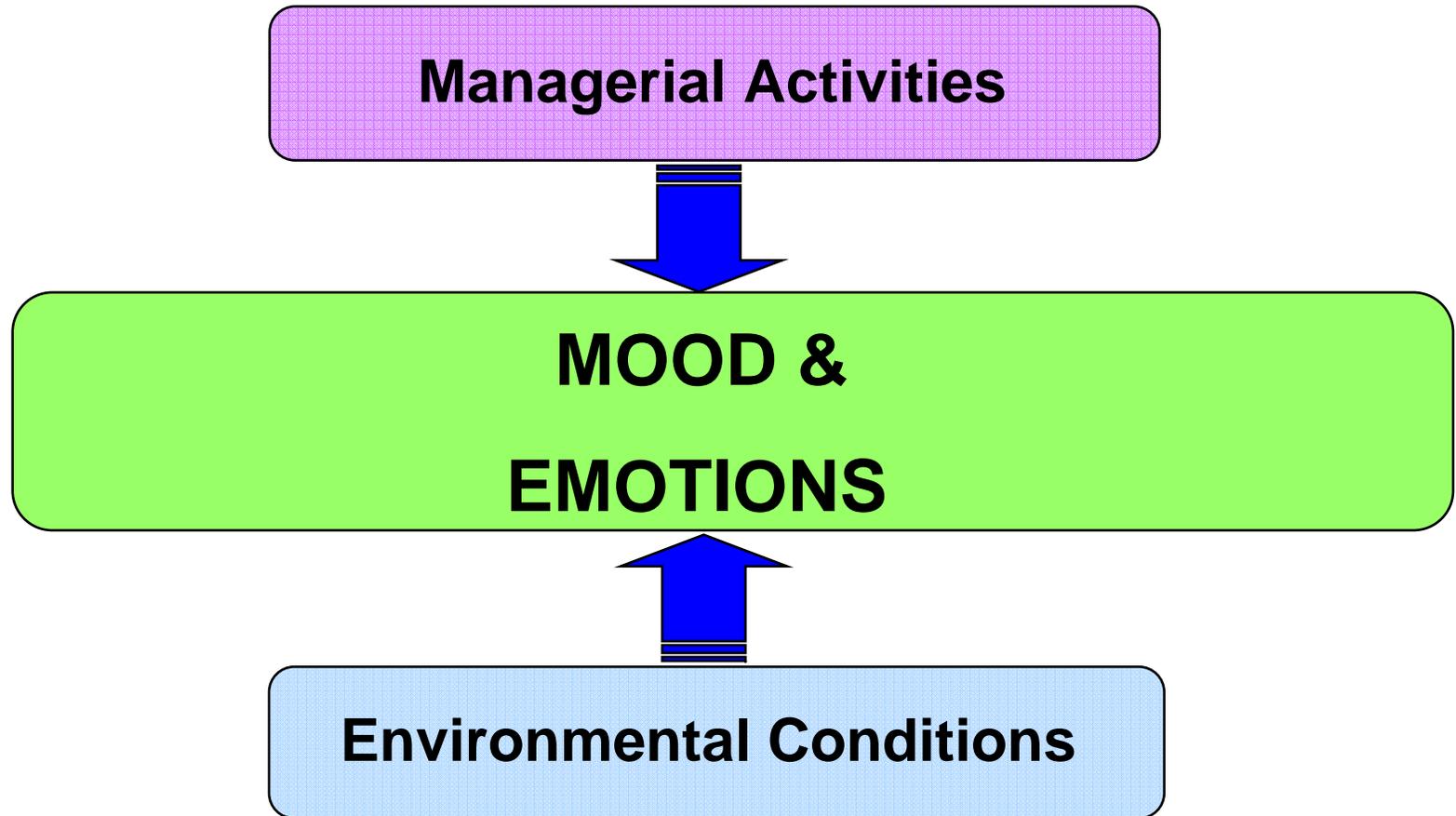
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How to Influence Mood and Emotions



Managerial Activities: Leader's Control of Emotional Display

- A leader's emotional expressions can be thought of as success or failure feedback that may influence followers' inferences regarding their own performance.
- Research has documented a positive relationship between leader positive mood and group performance, based on these findings a leader's displays of happiness can be expected to inspire better performance than displays of anger.

Managerial Activities: Emotional Intelligence

- *Emotional Intelligence*: ‘the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth’.
- Leaders who are high on *emotional intelligence* will be better able to improve team performance by managing their own and their collaborators’ mood and emotions.

Managerial Activities: Feedbacks and Celebrations

- Giving feedbacks after goal achievement or special efforts triggers positive emotions.
- Celebrating important events (project end, new contract etc.) permits to link challenging activities with positive emotions thus improving commitment.

Managerial Activities: Monitoring and Improving Team Climate

- The creation of a playful psychological safe atmosphere that foster trust, friendliness, and openness may help to induce positive moods and emotions that will instigate organizational spontaneity, creativity, innovation, and productivity.
- Group emotion results as from the combination of the groups' affective composition and the affective context in which the group is behaving.
- One should try to create settings that have contextual qualities of being playful, safe and challenging all together; that is creating an affective context.

Managerial Activities: Humor

- Humor has been shown to be a powerful tool in helping to manage such disruptive negative emotions as anger and anxiety/tension.
- Humor can also elevate one's mood from the depths of the daily sources of "depression" we all occasionally suffer from.
- Humor is especially effective in substituting a positive emotion for a negative one.
- Humor lowers tension and improves divergent thinking, and, especially in the outcome of laughing, helps in reducing the negative effects of stress.

Environment: Lighting and Colours

- Bright light stimulates us, while low levels of illumination quiet our senses.
- Insufficient lighting is linked to emotional stress and to physical ailments.
- Light, especially natural light, has been shown to enhance the performance of people while working.
- A bright room with light colors is preferred over a room with dark colors.
- A dim space with low contrasts might contribute to feelings of relaxation; a bright space with sparkle could be stimulating.

Environment: Air Quality and Odors

- A number of studies have suggested that odors affect mood and attitudes.
- It has been suggested that pleasant odors evoke happiness and surprise and that unpleasant odors evoke disgust and anger.
- Office air is typically highly filtered and de-humidified.
- The latent scents from various cleaners and the outgassing of many synthetic products fill the air with what the brain perceives as dangerous smelling chemicals, and that creates a lot of subliminal anxiety in workers.

Environment: Temperature and Humidity

- High heat and high levels of humidity can create problems because of difficulties in controlling body heat. This can lead to increased levels of stress and lower work efficiency.
- Temperature also tends to influence social behaviors such as aggression. High room temperature can easily lead to nervousness, tension, and negative emotional reactions.

Environment: Ergonomics

- Companies can encourage team productivity and innovation, as well as positive mood and emotions, by providing staff members with comfortable, attractive areas for team meetings, as well as individual work stations that can be tailored to personal needs and preferences.
- When people are working at improperly designed workstations, muscle fatigue, eyestrain, headaches, and other discomforts can become factors that negatively influence mood.

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- Mood and emotions are well debated in the private life but their impacts on individual and team performance are underestimated.
- Mood and emotions could be shaped even inside the company's boundaries.
- Managerial behaviours and work environment can be leveraged as tools to change mood and trigger emotions.